



**DUQUESNE
BUSINESS SCHOOL**

JOHN F. DONAHUE GRADUATE SCHOOL OF BUSINESS

**SMBA551 – Sustainable Projects
Summer, 2008**

Professor: Robert Sroufe
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Classroom: Rock 509; 3:05 – 5:45

The sustainability movement presents tremendous innovation opportunities for businesses. Managers now wrestle with a variety of pressures and make difficult decisions about how best to integrate the dimensions of social, environmental, and financial performance within business models, management systems, and new projects. During the summer session, you, as project managers will collectively manage your teams to help clients with finding the business case for difficult multidimensional decision making issues surrounding sustainability. Project management should be nothing new to all of you as we will build on your existing background in the area while adding more tangible applications you can all add to your resumes while obtaining hands-on experience with projects and tools that supports them.

The objective of the course is to build upon previous coursework and current classes to successfully manage projects that meet and exceed client expectations. By the end of this course you should:

- Be able to participate in project layout and start up.
- Know how to manage the flow of project information during various project phases.
- Be able to identify and manage the various types and sources of risk that are the primary responsibility of the project supervisor.
- Understand how project financing plays a role in modern project management and project cost control.
- Be able to coordinate the close out of a project.
- Understand how corporate policies and procedures can affect the management of projects.

Course Goals	Learning Objectives	Assessment
Ability to recognize common project management challenges.	Participation in project layout and start up process, financing, post mortem.	Group discussions with instructor; Interaction w/client and faculty
Orientation to project management decision-making that is applicable to sustainability dilemmas encountered at work.	Know how to manage the flow of project information during various project phases.	Group discussion; Group break-out sessions; PM weekly updates; MS Project software output
Awareness, understanding, and evaluation of various organizational influences as catalysts or impediments upon the decision maker's decision processes and the supporting business case for action in the organization.	Students will identify organizational stakeholders and influences on individual decision making processes while developing the business case for sustainability. Identify and manage the various types of risk that are the primary responsibility of the project supervisor.	Group discussion; working with instructor, client, and second faculty sponsor; weekly project updates, stakeholder mapping
Apply decision-making and evaluation skills necessary to address competing social, environmental, and financial issues embedded in workplace projects.	Understand how project financing plays a role in project management and project cost control.	Weekly updates; Final deliverables to clients and faculty; business case for project deliverables
Contact with other individuals' opinions, reasoning processes and decision alternatives when identifying, resolving, and making a case for project management issues.	Be able to coordinate the close out of a project. Understand how corporate practices and policies affect the management of projects and sustainability issues.	Final deliverables to clients and faculty; individual participation

Course Structure:

As project managers for Duquesne's School of Business Administration you will be representing the University, School of Business and the SMBA program at all times. Therefore your conduct needs to be professional and within the guidelines established in the University Academic Integrity policy and the SOBA code of ethics.

Your clients may be asking you to sign nondisclosure documents and this agreement needs to be taken seriously. Unless given consent from the client, information from your client engagements is not to be discussed with anyone in the public domain during or after the project.

The course structure is such that we will have four project teams (GBA, PNC, Westinghouse1, and Westinghouse3). Each team will develop a schedule so that each member will be a project manager at least one week. Weekly deliverables will include: billable hours of work equivalent to 9 hours per student outside of the regularly scheduled meeting time for the class each week. That's right, each of you are expected to spend at least nine hours working on your projects each week and project managers need to document your progress. Weekly project managers are responsible for communication and establishing what the other team member's responsibilities are and reporting on the team's overall weekly performance by Friday of each week starting in week 2 and ending in week 6. Weekly performance will be reviewed during class time with each team, one-on-one with the instructor. You should all be familiar with Microsoft Project software and the availability of this tool to all students through SOBA computer labs on the 6th floor. Teams will be assigned by faculty with no options to change teams. Each project team is to have a minimum of three meetings with the sponsor over the course of the semester: a kick-off meeting no later than the first week of the semester, a mid-semester meeting, and a final meeting for deliverables in the form of a written report and presentation to the sponsor.

Resources: SMBA Faculty are available to help. The team has every opportunity to ask for help, but make sure you are asking the right questions to the right people. All teams are encouraged to utilize any electronic library resources and databases, course materials from all previous classes and to contact any applicable professional organizations, companies, or individuals when conducting research for their projects.

- Each team is required to seek out and find one SMBA faculty member in addition to your instructor to help with your team's project.

Deliverables: Deliverables include making the business case for sustainability in whatever business unit or function your team will be working. The business case needs to be demonstrated with research, estimates, and financial analysis. Copies of all project files will be uploaded in Blackboard throughout the course of the semester. Project deliverables include the external presentation and report to your client and internal summary updates of the project, business case, and close out/post mortem. Final Deliverables are due Friday, July 18th before the scheduled Project Presentations. The deliverables for your project should represent the culmination of one year's education and training at a graduate and professional level.

- External Deliverables to the client include a written summary and presentation of the project findings including a problem/opportunity statement, background, alternatives, and recommendations. Copies of all materials need to be submitted to the instructor by July 18th.
- Weekly Internal Deliverables include, but are not limited to, project layout and start up, schedule for rotating project managers, weekly billable project hours, project costs, status reports, evaluation matrices (for alternatives and risks), and close out/post mortem. All deliverables are to be turned in as assignments in Blackboard for the week they are due. Additionally each team will have their own Blackboard space within the "Communications" section of the site with the ability to share files for internal communication and data storage within the "File Exchange" link.
- Student teams need to start managing projects from day one rather than rely on delivering a big push at the 11th hour. Every team member must sign off on external client deliverables and forward documents for the instructor's approval before they go out to

the client. At McKinsey Co., each team member is expected to add value before the senior partner reviews and signs off on anything that affects the firm's brand name (i.e., Duquesne).

- Usual rules of grammar, formatting, and citations apply to all documents and presentations.

Course Materials

- All materials and discussion slides available via the class web site (Blackboard)

Performance Evaluation Opportunities:

Your final performance evaluation will be a composite of client and faculty evaluations of your project written and presentation deliverables, and your instructor's assessment of your weekly deliverables and participation. Typos and grammatical mistakes in written documents and presentation slides indicate lack of attention to detail, are unprofessional, and grounds for a lower performance evaluation. Thus, check each other's work.

The overall performance evaluation will be assigned based on the following weightings:

Attendance, Participation, Professionalism	10%
Client Evaluation	30%
Faculty Evaluation	60%

- Attendance and tardiness at all classes, meetings and off site events will be included in performance evaluations. Performance evaluation will also include an assessment of any individual's weekly deliverables on a (1 to 4) scale where 4 is professional, 3 acceptable, 2 lacking, and 1 inadequate.
- The client evaluation form can be found on Blackboard within the course information section, faculty will be using the same evaluation form as your clients.
- The first meeting with the client needs to be confirmed by the student teams and completed before June 6th. Meetings with the client will be facilitated by students and include an agenda emailed to all meeting participants. Teams can use *Business Case* document to facilitate the meeting agenda. Documents are available on Blackboard.

Performance evaluations will be based on the following scale:

A	95% to 100%	B-	80% to 83.3%
A-	90% to 95%	C+	76.6% to 80
B+	86.6% to 90%	C	73.3% to 80%
B	83.3% to 86.6%	F	< 73.3%

Academic Integrity

All students in this course are expected to adhere to the Duquesne University academic integrity policy which can be found at: <http://www.cte.duq.edu/newsletter/writingresources/integrity.html>.

Also, you must comply with SOBA's Code of Ethical Behavior which can be found at: <http://www.business.duq.edu/other/docs/academic/CodeofEthics.pdf>.

Students with Disabilities

Contact the Office of Special Student Services at 412-396-6657, located in room 309 of the Duquesne Union and directed by Fred Lorensen.

Teams

Green Building Alliance: Ben, Holly, Liz

PNC: Andy, Brian, Courtney, Jackie, Matt

Westinghouse Strategic Plan1: Mike, Neeraj, Nicole, Phil

Westinghouse Benchmarking3: Alex, Chris, Reeti

Project status as of the last week of May:*

GBA currently working off of last semester's scope document which needs further development.

PNC is still in development this week: on May 29th we will have a contact person(s), expectations on-site, office space, if available and format for weekly client deliverables.

Westinghouse: while the teams are split on objectives #1 and #3, both teams will have to work together on objective #2 if we are to deliver on all three objectives. See scope doc for details.

*Meeting updates will be emailed to teams as necessary.

Schedule

- Tom Nist will be briefing only the PNC team on risk management in the banking industry at 3:05, Monday June 2nd in Rockwell 509.

(Already Scheduled On-Site Team Meetings with Clients)

- GBA: To be confirmed by students and client ASAP (call Rich Overmoyer). Meeting is *tentatively* scheduled for Monday, June 2nd, 3:30 at the Green Building Alliance location. River Walk Corporate Centre, 333 East Carson Street, Suite 331, Pittsburgh, PA 15219, (412) 773-6004. Scope document is in Blackboard, communication, groups, file exchange folder. This is where you will find the contact information for Rick Overmoyer.
- PNC team: Tuesday, June 3rd, 10:00AM. One hour long meeting with client, Come to One PNC Plaza, 249 Fifth Avenue. Staff will set up a visitor's request so when you arrive see the guard. You will have to show ID and possibly sign in. The guard will send you up to the 14th Floor where a PNC contact will meet you to let you in. Contact information will be in your scope document within Blackboard, communication, groups, file exchange

- Westinghouse1 and Westinghouse3 teams: Thursday, June 5 at 4:30. Group should arrive at least 10 minutes early to get IDs at the security desk. You will have up to 1.5 hours on-site for the meeting. Team 1 will be responsible for objective #1 of the Westinghouse scope document, and team 3 will be responsible for objective #3. Both teams will work together to jointly develop objective #2. The scope document is on Blackboard within the Westinghouse group's file exchange folder. Call or email your contact to confirm who is coming to the meeting on June 5th.

Week 1: Kick-Off Meetings - Monday, June 2nd (not meeting as a class)

- All students review course materials, *syllabus*, *weekly check sheet*, and *project planning* slides on Blackboard
- Schedule kick off meeting this week with your clients at their location.
- By Friday, June 6th of Week 1 each team will have completed their preliminary kick off meeting with the client and submit a schedule of who will be the project manager for subsequent weeks along with the preliminary responsibilities for each team member for week 2.
- Each team develops a project *scope document*, and *template project manager schedule* posted to Blackboard – complete and submit by end of week 1 (Friday by 5PM)

Week 2: Planning and Communication - (Individual Team Sessions Scheduled)

- Review project planning information and week one documents
- Discussion: flow of information during project phases
- **Team meetings with instructor (up to forty minutes with each team):**
- Green Building Alliance team: *Monday* evening, June 9th at 5:00 PM, Rockwell 509
- PNC team: *Tuesday* morning, June 10th at 11:00AM, Rock 509
- Westinghouse1 and Westinghouse3 teams: *Tuesday* evening, June 10th at 5:00 PM, Rockwell 509

Week 3: Risks - Monday, June 16th

- Teams meet with instructor; project update from teams, Gantt chart of project progress
Team/Instructor Meeting Schedule
- PNC - 3:05
- Westinghouse1 - 3:45
- Westinghouse3 - 4:25
- Green Building Alliance - 5:05
- Discussion: ID various types of risk, evaluation matrices for alternatives and risks

Week 4: Cost Control - Monday, June 23rd (team scheduled to be determined)

- Review project updates from each team
- ID stakeholders and relevant relationships, power, and risks (stakeholder mapping)
- Discussion: project financing and cost control

Week 5: Culture - Monday, June 30th (team schedule to be determined)

- Review project updates from each team
- Discuss business case for sustainability and cost estimates

- Discussion: identify how corp. policies and procedures affect projects

Week 6: Closure - Monday, July 7th (team schedule to be determined)

- Project update from teams, updated project Gantt chart
- Discussion: project close out

Week 7: Post mortem - Wednesday, July 16th

- Final review of project updates, project close out and post mortem
- Written deliverables to client finalized and submitted to faculty
- Teams can provide final deliverables to clients this week

Final Presentation/Deliverables to faculty July 18th

- All deliverables for course submitted by 6PM electronically

Week 8:

Final Deliverables to Clients no later than Tuesday, July 22nd

This Syllabus is a guideline based on my plans for the class. However, because unexpected developments do occur, I reserve the right to make changes hereto as we proceed

(Professionalism, from McKinsey and Co., 2008)

We believe in professionalism. For us this means to always:

■ **Put the client's interest ahead of our own.**

This means we deliver more value than expected. It doesn't mean doing whatever the client asks.

■ **Behave as professionals.**

Uphold absolute integrity. Show respect to local custom and culture, as long as we don't compromise our integrity.

■ **Keep our client information confidential.**

We don't reveal sensitive information. We don't promote our own good work. We focus on making our clients successful.

■ **Tell the truth as we see it.**

We stay independent and able to disagree, regardless of the popularity of our views or their effect on our engagement. We have the courage to invent and champion unconventional solutions to problems. We do this to help build internal support, get to real issues, and reach practical recommendations.

■ **Deliver the best of our firm to every client as cost effectively as we can.**

We expect that our people spend clients' and our firm's resources as if their own resources were at stake.

We believe in teamwork and collaboration. We come to better answers in teams than as individuals. So we do not compete against each other. Instead, we share a structured problem-solving approach, where all opinions and options are considered, researched, and analyzed carefully before recommendations are made.

We believe in helping each other: We give each other support. We are dedicated to developing and coaching one another and our clients.